



EXPANDING OPPORTUNITY
THROUGH JPMORGAN CHASE'S
NEW SKILLS AT WORK INITIATIVE

Meeting Business Needs



JPMORGAN CHASE & CO.

A Note from JPMorgan Chase

JPMorgan Chase believes more people should have access to opportunity and the chance to move up the economic ladder. Despite economic growth around the world, we see that too many people are still being left behind. One of the biggest challenges facing communities is ensuring that people have the skills they need to be successful in the high-skill, high-wage jobs that are most in demand.

We believe that the surest way to open the doors to opportunity is to equip individuals with the education and skills they need to take advantage of job opportunities in the sectors that are fueling economic growth. That is why JPMorgan Chase has invested \$300 million to help young and adult workers access the skills and training they need to move up the economic ladder, while strengthening the talent pipeline employers need to compete.

Through JPMorgan Chase's global **New Skills at Work** initiative, we have supported almost 750 nonprofits in 82 US cities and 37 countries around the world. Our investments have benefited more than 150,000 job seekers and workers and are preparing workforce and education systems to more effectively address the needs of workers and businesses.

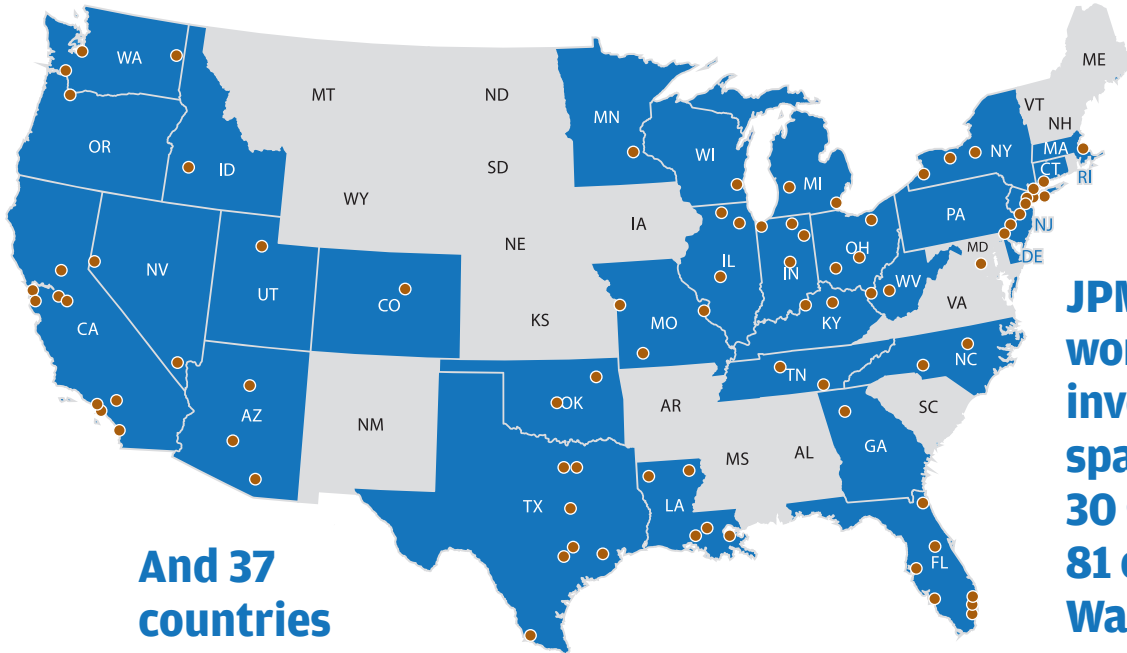
Our grantmaking is laser-focused on helping individuals access and succeed in good jobs, helping employers find and retain critical talent, and helping education and workforce systems meet the demands of the 21st century. These reports highlight some of the most inspiring stories, promising grantees, and unexpected lessons we've uncovered through **New Skills at Work**. After five years of supporting critical research and innovative training programs, we hope our investments can help other employers, funders, and policymakers provide greater opportunities to workers around the world.

- JPMorgan Chase Global Philanthropy

BY THE NUMBERS

New Skills at Work

Unpacking the global impact of our first five years



JPMC's workforce investments spanned 30 states, 81 cities & Washington, D.C.

And 37 countries across the world

North America
Canada
Mexico
United States

South America
Argentina
Brazil
Chile
Colombia
Peru

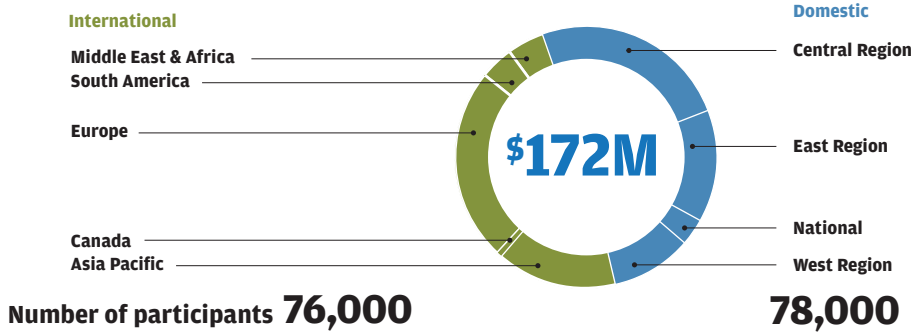
Europe
Belgium
France
Germany
Ireland
Italy
Luxembourg
Netherlands
Poland
Spain
Sweden
United Kingdom

Middle East & Africa
Israel
Saudi Arabia
South Africa
Turkey
United Arab Emirates

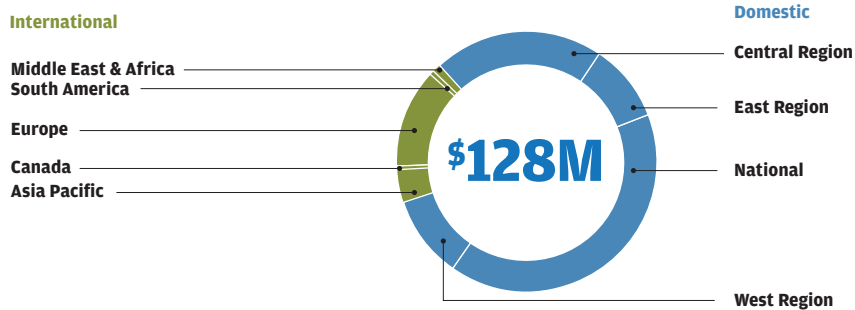
Asia Pacific
Australia
China
Hong Kong
India
Indonesia
Japan
Malaysia
Philippines
Singapore
South Korea
Taiwan
Thailand
Vietnam

\$300M funded under New Skills at Work to 738 partners

Direct Service



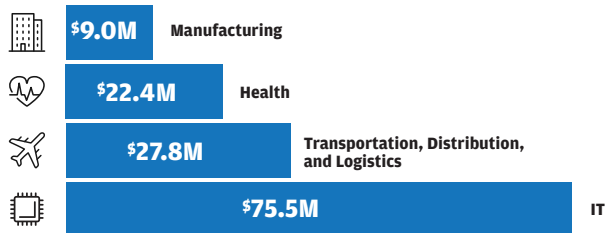
Research & Systems Change



HOW NSAW IMPROVED WORKFORCE SYSTEMS

| Job Training & Career Education | Labor Market Research & Data | Industry and Employer Collaboration | Career Pathways | Building the Workforce Development Ecosystem |
|--|--|---|---|---|
| <p>German American Chamber of Commerce Scale apprenticeships to new regions and occupations</p> <p>International Labour Organization (ILO) Provide 672 women with STEM skills, employability, leadership training, and mentorship in Indonesia, Philippines and Thailand</p> | <p>Credential Engine Create Credential Registry for workers and businesses</p> <p>Organisation for Economic Co-operation and Development (OECD) Development of the OECD Skills for Jobs database</p> | <p>The National Fund for Workforce Solutions Build partnerships between community and business leaders to support worker advancement in 34 US cities</p> <p>Skills for Chicagoland's Future Engage employers to understand their hiring needs, design tailored training programs, and obtain hiring commitments</p> | <p>Community College Research Center at Columbia University Identify new cost-effective approaches to helping students select career pathways in community colleges</p> <p>Louisiana Community & Technical College System Expand Train to Attain, a credentialing program targeting underserved populations statewide</p> | <p>The Aspen Institute Support year-long workforce leadership academies in Chicago, New Orleans, and Jersey City</p> <p>The Bertelsmann Stiftung Enable German municipalities to better plan for the labor market integration of refugees</p> |

INVESTING IN HIGH-GROWTH INDUSTRIES



SUPPORTING HIGHER EDUCATION





New Skills at Work

The First Five Years

Businesses are faced with a dizzying array of challenges in the modern economy. Across sectors, businesses must adapt to shifting skills and new economic needs. The pace of technological change, a lack of timely labor market information, and other seismic shifts are forcing the education and training system to renew its focus on equipping workers with the right skills and credentials.


The work JPMorgan Chase Global Philanthropy has done to promote current skills and good jobs has been guided by the belief that it is both a moral obligation and a business imperative for the private sector to make the economy work better for more people. Through **New Skills at Work**, JPMorgan Chase is committed to building bridges between businesses and communities to strengthen economies around the globe.

In its first five years, **New Skills at Work** led by example by investing \$300 million across the world to help businesses identify critical supply gaps through data-driven analyses, scale workforce programs that target skill building in high-demand sectors, and bring together business leaders to foster collaboration and information sharing.

As **New Skills at Work** reaches its five-year mark, this report captures key impacts, successes, and lessons learned about the different ways businesses and related stakeholders can boost productivity, create opportunities for job seekers, achieve scalability in their programs, and enable widely shared economic prosperity.

Global Investment in the First Five Years





Challenges Faced by Businesses

1. LACK OF SOLID INFORMATION
2. UNDERDEVELOPED TALENT PIPELINE
3. SILOS PREVENTING BUSINESS COLLABORATION

Challenges Faced by Businesses

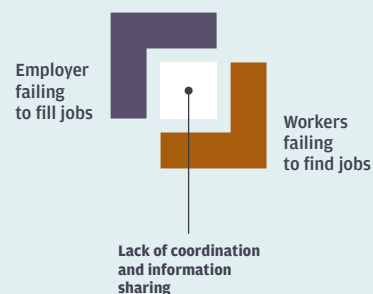
Economic growth is dependent on businesses' ability to attract and retain a skilled workforce. When businesses cannot fill key positions, they are unable to grow and expand, limiting economic opportunity in their communities. This can create a seemingly contradictory set of circumstances where both businesses and workers suffer. As the unemployment rate remained high in the early 2010s, for example, a paradox emerged: businesses were failing to fill jobs even as millions of workers were jobless. Several key challenges contribute to this paradox, including a lack of labor market information, an underdeveloped talent pipeline, and incomplete business collaboration.

1. Lack of Solid Information

The lack of actionable labor market information prevents businesses from recruiting trained talent and helping current employees develop new skills. Labor market data from the Bureau of Labor Statistics and other government sources, while valuable, does not provide a dynamic or comprehensive view of the skills businesses are looking for. Though they are the best source of information on in-demand skills and occupations, many businesses lack a mechanism to formally share their hiring projections.

As a result, training programs are not as effective as they could be at responding to business needs, and workers have not always been able to identify and gain the skills necessary to fill key positions. This persistent challenge was part of the impetus for efforts like “Tech Jobs for All?,” a JPMorgan Chase report that helped businesses see how coding bootcamps, apprenticeships, and other nontraditional tech training programs could meet their talent needs.

Employment Paradox in Early 2010s



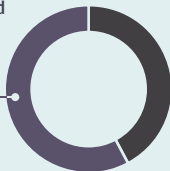


2. Underdeveloped Talent Pipeline

In November 2018, JPMorgan Chase conducted its Business Leaders Outlook Survey, which collected responses from over 800 senior executives pinpointing the most pressing challenges businesses face. Sixty percent of business leaders reported that a “limited supply of talent” was an obstacle for their organization in the coming year.¹ This, combined with a disconnect between what is being taught in career and technical education programs and what is needed on the job, illustrates why businesses are having trouble finding workers to fill middle-skill jobs, those that require more than a high school degree but not a bachelor’s degree.

Business Leaders Outlook 2019 Survey Results

Business leaders who reported that a “limited supply of talent” was a point of tension for their organization
60%





3. Silos Preventing Business Collaboration

Businesses often feel pressure to compete for the most talented workforce, and in response will hold their insights and resources close. This has caused the business community to not share information, goals, and tools with each other, creating an environment that does not foster innovation within industries. In 2017, JPMorgan Chase Chairman and CEO Jamie Dimon reflected on the need for the business community to step outside of its silos and think jointly about what a stronger labor market looks like.

“The private sector does not have all the answers — and true progress will be possible only through collaboration — but business must lead by example and step in where we have resources and expertise to offer.”²

JAMIE DIMON, CHAIRMAN AND CEO OF JPMORGAN CHASE

A man in a blue shirt is standing at the front of a room, pointing towards a whiteboard. He is addressing a group of people seated in wooden chairs. The room has bookshelves in the background. The audience is seen from behind, with some individuals wearing a red and white plaid shirt and a blue sleeveless top.

Core Successes

1. DEVELOPING THE WORKFORCE

- 1.1 Building Quality Programs that Meet Business Needs
- 1.2 Exposing Businesses to New Models

2. IMPROVING COLLABORATION AND COMMUNICATION AMONG BUSINESSES

- 2.1 Strengthening Business Networks
- 2.2 Engaging Businesses in Innovative Workforce Solutions

3. ALIGNING BUSINESS NEEDS WITH THE LABOR MARKET

- 3.1 Spotlighting and Addressing Labor Market Information Gaps
- 3.2 Engaging Businesses in Recruiting and Developing Talent

Core Successes

The first five years of **New Skills at Work** highlighted and strengthened the role of businesses as engines of economic growth in their communities. These efforts fall within three broad categories: developing training programs that are directly responsive to business needs, improving the way businesses collaborate with each other and other stakeholders, and bringing greater alignment to the labor market.

1. Developing the Workforce

New Skills at Work supports best-in-class training programs that are aligned with business demand, resulting in increased economic opportunity and a robust talent pipeline. These training efforts have largely focused on growing sectors that offer the best opportunities for businesses to expand and strengthen their operations, while giving workers the required skills and experience to attain better-paying jobs.

Along with supporting programs that are responsive to the types of skills that businesses have identified as essential, **New Skills at Work** has also brought to light new approaches and models that businesses may not have otherwise considered, such as apprenticeships, online career exploration platforms, and community-based training programs.

1.1 BUILDING QUALITY PROGRAMS THAT MEET BUSINESS NEEDS

At the core of **New Skills at Work**'s approach is a commitment to robust training that prepares workers for the high-quality jobs that businesses need filled. This includes developing and supporting programs that provide on-the-job training, ongoing education, and

Three Types of Efforts to Strengthen Businesses



1. Develop **training programs** in response to business needs



2. Improve the way **businesses collaborate** with each other



3. Bring **greater alignment** to the labor market



Hot Bread Kitchen, a nonprofit social enterprise based in New York City, prepares women facing economic insecurity for permanent paid positions in the culinary industry. Trainees like Rosaly receive four weeks of culinary training before interviewing for placement at a bakery, restaurant, or other food business, where they receive three months of paid training and are then hired as a permanent employee.³

technical skills that are increasingly demanded by businesses in high-growth industries like engineering, information technology, and healthcare.

“We are seeing shortages in a few primary areas that are impacting trends for the future. [JPMorgan Chase] has helped us be more forward-thinking and helped us develop the workforce system to increase the quality and quantity of roles,” said Clayton Pryor, Director of Workforce Development at Advocate Health Care. JPMorgan Chase’s work with Advocate Health Care included support for the Healthcare Workforce Collaborative, which brings area hospitals together to solve shared workforce problems, including how to provide better training for prospective employees.

New Skills at Work empowers workforce development providers to create effective programs that offer training in high-demand skills. “If we set up a holistic set of standards for each occupation, it will be easier to streamline the credentialing process. [JPMorgan Chase] has been really strong in supporting this position and value add,” said Jennifer Carlson, Executive Director of Apprenti, a registered apprenticeship program focused on preparing workers in Washington State for employment in the technology sector.

Along with technical skills, specialized knowledge, and other needed expertise, the best training programs also provide a broad set of interpersonal skills that businesses are increasingly prioritizing.

“A lot of the conversation is focused on what are the technical skills, and when you listen to employers, there’s a whole set of other things that are critically important to them...the prerequisites

to success are soft and cultural skills,” said Peter Beard, Senior Vice President for Regional Workforce Development at the Greater Houston Partnership, an employer-led effort to develop talent to fill local, middle-skill jobs. With support from **New Skills at Work**, the Greater Houston Partnership’s Upskill Houston initiative offers resources, structures, and convening opportunities to businesses in seven key sectors looking to strengthen their talent pipelines.

Employer demand for “soft” skills like problem solving, critical thinking, and cultural competency has also come through in **New Skills at Work**’s international efforts. According to Charles Bodwell of the International Labour Organization (ILO) in Southeast Asia, technical training alone is insufficient for developing the workforce needed to grow businesses. Bodwell’s work is centered on moving more women into high-growth science, technology, engineering, and math (STEM) positions, which can involve exercising social and cultural skills that are not often emphasized in school or technical training. “We want to provide soft skills that are centered on activity-based, peer-to-peer learning. We’re primarily focused on things like innovation, problem solving, and putting forward your own views,” Bodwell said.

1.2 EXPOSING BUSINESSES TO NEW MODELS

JPMorgan Chase’s commitment to research and programs that are responsive to business needs has also exposed businesses to a variety of models for developing their workforce. Often, these models challenge conventional wisdom about effective training and education approaches.

“A lot of the tech skills people need are best learned through practice; they’re best learned in that real-world setting,” said Mary Alice McCarthy, Director of the Center on Education and Skills with the Education Policy program at New America Foundation. “We think apprenticeships are really well-situated to help employers with skills needs, and to help rethink education models and not get so enamored with shortened and online programs—to think more about how people learn best.”

“The mission here at Hot Bread Kitchen is really around economic development... What makes us unique is a real marriage between job skill and interest, with a career in a market need. We do a really good job of training women in a career path skillset, so they can end up in companies where they can really move up the ladder.”⁴

JESSAMYN RODRIGUEZ, FOUNDER OF HOT BREAD KITCHEN

Research supported by JPMorgan Chase and conducted by the Center on Education and Skills focused on identifying and

addressing the gaps in how the education and workforce development systems in the United States interact with each other.

In a recent New America report co-authored by McCarthy and Ivy Love, the researchers discuss how apprenticeships in the nursing field can be a solution to the bachelor's degree gap that exists in this profession.⁵ The report details how the Minnesota Department of Labor partnered with Fairview Health services—an academic nonprofit health system—to establish a registered apprenticeship program for nurses. The program has enrolled 122 apprentices, making it one of the largest programs of its kind in the country and one of just a handful of

registered apprenticeship programs nationwide that culminate in a bachelor's degree.⁶

As McCarthy and Love note, “The apprenticeship program provides an opportunity to earn the degree with almost no out-of-pocket costs, continue working full time, and connect classroom learning to daily on-the-job experience.” Understanding that the need for more registered nurses is expected to increase, businesses should take

“Our number one obstacle to overcome is getting employers to want to do apprenticeships, to see it as a value proposition. Some of our writing is designed to help employers understand that this is a strategy that could work for them.”

MARY ALICE MCCARTHY, DIRECTOR OF THE CENTER ON EDUCATION AND SKILLS AT NEW AMERICA FOUNDATION

Spotlight: Healthcare Career Advancement Program (H-CAP) Registered Apprenticeship

DESCRIPTION: New Skills at Work's support of H-CAP revolved primarily around its work on the registered apprenticeship program, a training system overseen by the Department of Labor that gives participants wages and a nationally recognized credential through a combination of education and on-the-job training.

CORE COMPONENTS

The H-CAP registered apprenticeship includes the following components:

- Involvement from employers, labor unions, and other key groups
- Structured on-the-job learning (at least 2,000 hours)
- Instruction focused on the technical and academic knowledge required for the occupation
- Mentorship
- Rewards for gaining new skills (i.e., increased wages)
- Industry-recognized credential

notice of how “apprenticeship can help build the nursing workforce we need and is critical to ensuring the profession continues to be a source of quality care for patients and economic security and mobility for millions of Americans.”⁷

Similarly, **New Skills at Work** also supported training programs that equip businesses with innovative approaches for cultivating the talent they need. For example, the Healthcare Career Advancement Program (H-CAP), a national cooperative of local unions and employers, has engaged about 600,000 workers and close to 1,000 employers to develop innovative workforce training models in the healthcare sector.⁸

“Healthcare is in an interesting moment,” said Daniel Bustillo, Director of H-CAP. “Our delivery system requires employers to change some of their delivery system models. Healthcare will be the largest employer by 2026, so there’s a need for reskilling of workers and workers to come...One of the goals we had was being able to create national infrastructure to support this work, and create a hub for folks for when they think about healthcare apprenticeships.”⁹

In Germany, with the support of JPMorgan Chase, the Berufsbildungswerk Südhessen (bbw) is expanding a vocational training program that focuses on helping individuals with learning disabilities gain skills in the field of elder care. This program will be particularly important for employers in the healthcare sector given the expected increase in German citizens needing this type of care in the coming decade.

“With the new training concept, we can offer opportunities to very committed youth who had, up to now, encountered barriers to vocational training in this sector. We are creating work opportunities for youth with learning challenges and, at the same time, the care sector will gain highly motivated personnel.”

RALF HEIB, SENIOR VOCATIONAL TRAINING MANAGER AT THE BBW SÜDHESSEN¹⁰

2. Improving Collaboration and Communication Among Businesses

Another key component of engaging businesses is providing venues for collaboration, both with each other and with other stakeholders.

2.1 STRENGTHENING BUSINESS NETWORKS

From its position as a business leader and driver of economic development, JPMorgan Chase has been able to demonstrate that businesses can learn from each other about best practices for recruiting and retaining talent.

“The biggest successes we’ve had have been creating a network of professionals that care about this. Boston is unique in its large network of corporations that are investing in youth...You might think that the sequence from a summer job to a real job would be natural, but we’ve seen that we can do better.”

NEIL SULLIVAN, EXECUTIVE DIRECTOR OF THE BOSTON PRIVATE INDUSTRY COUNCIL

For example, the Greater Houston Partnership, a group of local business leaders focused on economic development, created business-led sector councils that “oversee industry-specific tactics to build the talent pipeline for future success.”¹¹ Its petrochemical council has already contributed to increased enrollment in related community college courses, while the construction sector council has successfully implemented new approaches to filling middle-skill industrial and commercial construction.

Similarly, the Boston Private Industry Council (Boston PIC), which serves as a Workforce Development Board and a nonprofit helping students draw connections from school to

career, convenes an employer network that meets quarterly. In this network, people working in human resources and corporate social responsibility can learn from their peers about how to implement

Spotlight: KentuckianaWorks

KEY CHARACTERISTICS

KentuckianaWorks provides regionally based career services that include:

- Job and career counseling
- Resume-building
- Direct referral to employers

The organization offers career training in manufacturing, computer programming, construction, and healthcare services. Its vision is to prepare and engage a workforce that meets the needs of businesses while preserving the dignity of work.

IMPACT: With the support of **New Skills at Work**, KentuckianaWorks has taught workforce development professionals the best ways to help businesses find qualified workers. By hosting job fairs, holding workforce summits, and expanding career centers, KentuckianaWorks has made progress in bridging the gap between a disconnected labor pool and prospective businesses.

new models. As a result of this and other efforts of the council, there has been a 46 percent increase in professional and technical services employment in Boston over the past 10 years.¹²

Providing businesses with more opportunities to connect with each other also gives them an increased ability to influence training programs to be responsive to business needs. “We need employer-driven programs that stand in contrast to traditional workforce-driven, collective impact efforts—there’s a whole new generation of tools and services geared at gaining return on investment for companies,” said Jason Tyszko, Vice President of the Center for Education and Workforce at the US Chamber of Commerce Foundation.

2.2 ENGAGING BUSINESSES IN INNOVATIVE WORKFORCE SOLUTIONS

Along with learning from each other, **New Skills at Work** has strived to build relationships between businesses and other stakeholders to inform policies that work for everyone.

“JPMorgan Chase’s investment into BSD Industries, with Jamie Dimon and the mayor’s involvement, has been integral. The city, the business community, and the workforce community are now working together as a trio as opposed to in silos,” said Byron Brazier, Chairman and CEO of the Arthur Brazier Foundation. The workforce development program at BSD Industries, a plastics manufacturer in Chicago overseen by Brazier, depends on this collaboration to ensure that program participants are gaining the skills that businesses need and are supported by the community in a sustainable way.

By using its platform to connect business and government, JPMorgan Chase is helping businesses have a voice in how their communities approach education and training.

The unique position that JPMorgan Chase occupies as a major business with vast workforce development expertise allows the company to bring leaders in local and national government, education, business, and other sectors together around innovative solutions that are sustainable and responsive to the needs of businesses and workers.



JEREMY, A BSD GRADUATE AND ROBOTICS TECHNICIAN, WORKING WITH A COLLEAGUE ON A ROBOTIC SORTER. JEREMY WORRIED THAT A PREVIOUS FELONY CONVICTION WOULD PREVENT HIM FROM LANDING A GOOD JOB, BUT HIS TRAINING HELPED HIM SECURE A POSITION EARNING MORE THAN \$25 AN HOUR.



For example, as part of its support of KentuckianaWorks, a Workforce Development Board in Louisville, **New Skills at Work** helped the organization attract funds from the National Fund for Workforce Solutions. This work is helping teach “professionals how to organize employers to be more effective at what they do,” said Michael Gritton, Executive Director of KentuckianaWorks. “Working with employers and organizing them into sectors—having a voice—is hugely important for what your high schools are producing, and for making sure that what you may be producing in your career centers is what is demanded in the labor market.” As part of its employer engagement, KentuckianaWorks holds a monthly meeting of 20–25 employers to improve coordination and share best practices.



The Business Leaders United for Workforce Partnerships (BLU), an initiative of the National Skills Coalition, is another nascent effort to bring businesses together to work with local and national government leaders on implementing workforce partnerships that allow businesses to fill key middle-skill jobs. “We’ve created a platform to help engage in public policy and shape policies to ensure what they’re doing is supporting what’s actually working on the ground,” said Jessie Leslie, National Network Director at the National Skills Coalition. The BLU has already worked extensively with the governor of Georgia to direct funds from the Workforce Innovation and Opportunity Act (WIOA) into workforce partnerships and is continuing to grow in other states.

3. Aligning Business Needs with the Labor Market

A main characteristic of **New Skills at Work** is its commitment to data-driven decision-making, which relies on businesses having access to comprehensive and accurate information from all sides of the labor market.

For businesses, JPMorgan Chase’s work on labor market matching has made it possible to clearly signal what their needs are and find workers who have relevant skills and experience to fill essential positions.

3.1 SPOTLIGHTING AND ADDRESSING LABOR MARKET INFORMATION GAPS

In a 2017 report focused on understanding technology for labor market matching, JPMorgan Chase highlighted both the opportunities and limitations of currently available labor market matching technologies. For businesses, tools like job boards can provide a wide range of candidates to choose from, but they are not always effective in narrowing applications. On the other hand, more precise tools like algorithmic matching technologies sometimes make the spread of misinformation worse.

“We’re hoping to demonstrate that employers, through the systems they use, can create the next generation of labor market information systems that are more granular around the skills that are most in demand, and then tie that to hiring. We’ve been overly reliant on labor market systems based on government forecasts or big data analytics from online job boards.”

JASON TYSZKO, VICE PRESIDENT OF THE CENTER FOR EDUCATION AND WORKFORCE AT THE US CHAMBER OF COMMERCE FOUNDATION



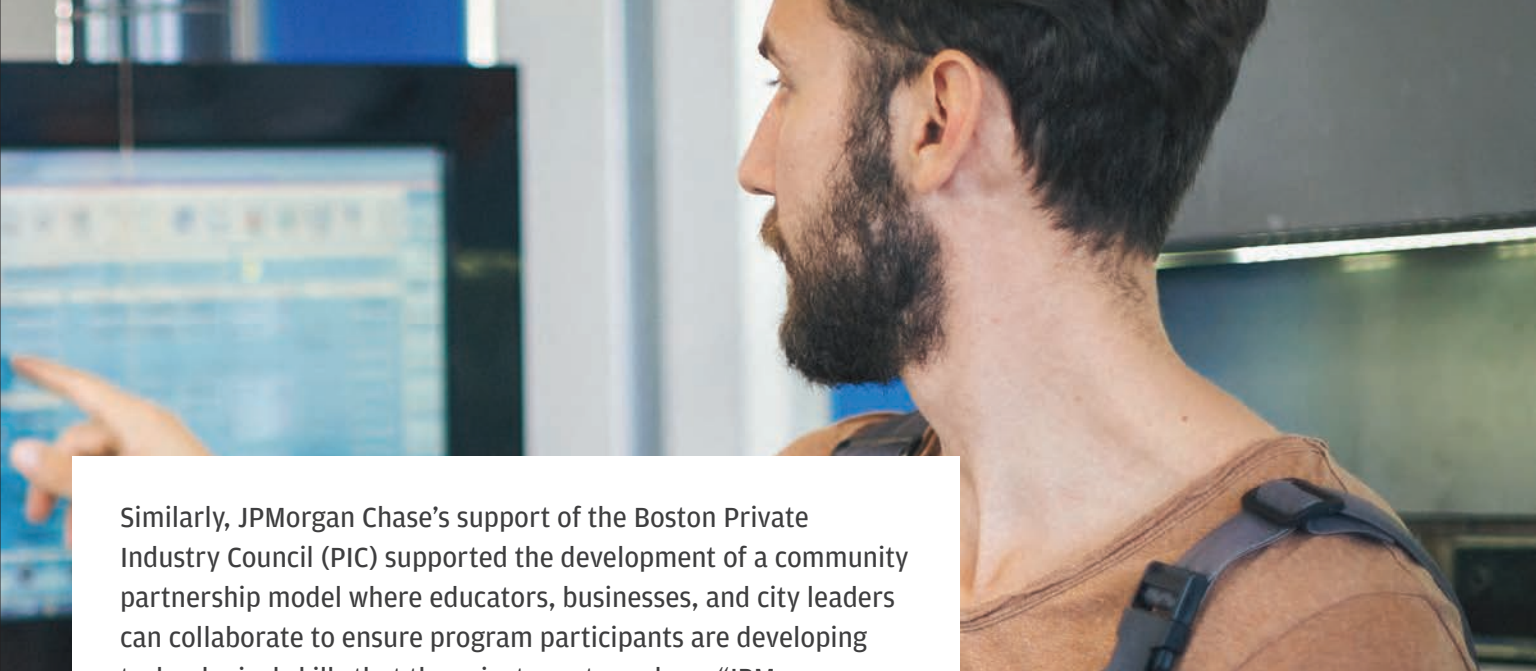
As part of its engagement of businesses, **New Skills at Work** has used the lessons from these findings, along with those from earlier reports, to engage businesses in developing better labor market information systems. With support from JPMorgan Chase, the US Chamber of Commerce Foundation has worked with over 1,000 business partners in 26 states through its Talent Pipeline Management initiative, which provides a training platform for businesses to help develop a stronger workforce.¹³ The Chamber's work also includes the development of web tools including the Job Data Exchange, or JDX, which is a set of open data resources, algorithms, and other tools that businesses can use to improve how they define and signal hiring requirements.

3.2 ENGAGING BUSINESSES IN RECRUITING AND DEVELOPING TALENT

One key component of **New Skills at Work's** programmatic work is the space it provides for workers, businesses, educators, and others to develop tools and processes that make it easier for businesses and skilled workers to find each other.

For example, Harambee, a youth employment accelerator in South Africa, is addressing the mismatch between the nation's approximately 2.6 million unemployed young people and the frequent job postings for entry level positions by engaging directly with businesses on their recruitment practices.

"Our key success is the fact that we've worked with over 50,000 young people, so we're seen as a really credible solution," said Rob Urquhart, Head of Knowledge & Learning at Harambee. "At the end of the day, it's margins and profits, and if our solution wasn't effective at addressing the problem, they wouldn't use us. Part of our value proposition is that we beat industry norms in terms of industry retention."¹⁴



Similarly, JPMorgan Chase’s support of the Boston Private Industry Council (PIC) supported the development of a community partnership model where educators, businesses, and city leaders can collaborate to ensure program participants are developing technological skills that the private sector values. “JPMorgan Chase’s investment has allowed us to speak their language—just like teachers scaffold in the classroom, we scaffold in the job market,” said Neil Sullivan, Executive Director of Boston PIC.

Spotlight: Harambee

DESCRIPTION: Harambee is a social enterprise that works closely with businesses, government agencies, and youth service organizations (among others) to think critically about ways to solve youth unemployment. As part of this effort, Harambee deploys mobile teams to go into all of South Africa’s provinces to source employees for open positions.

IMPACT BY THE NUMBERS

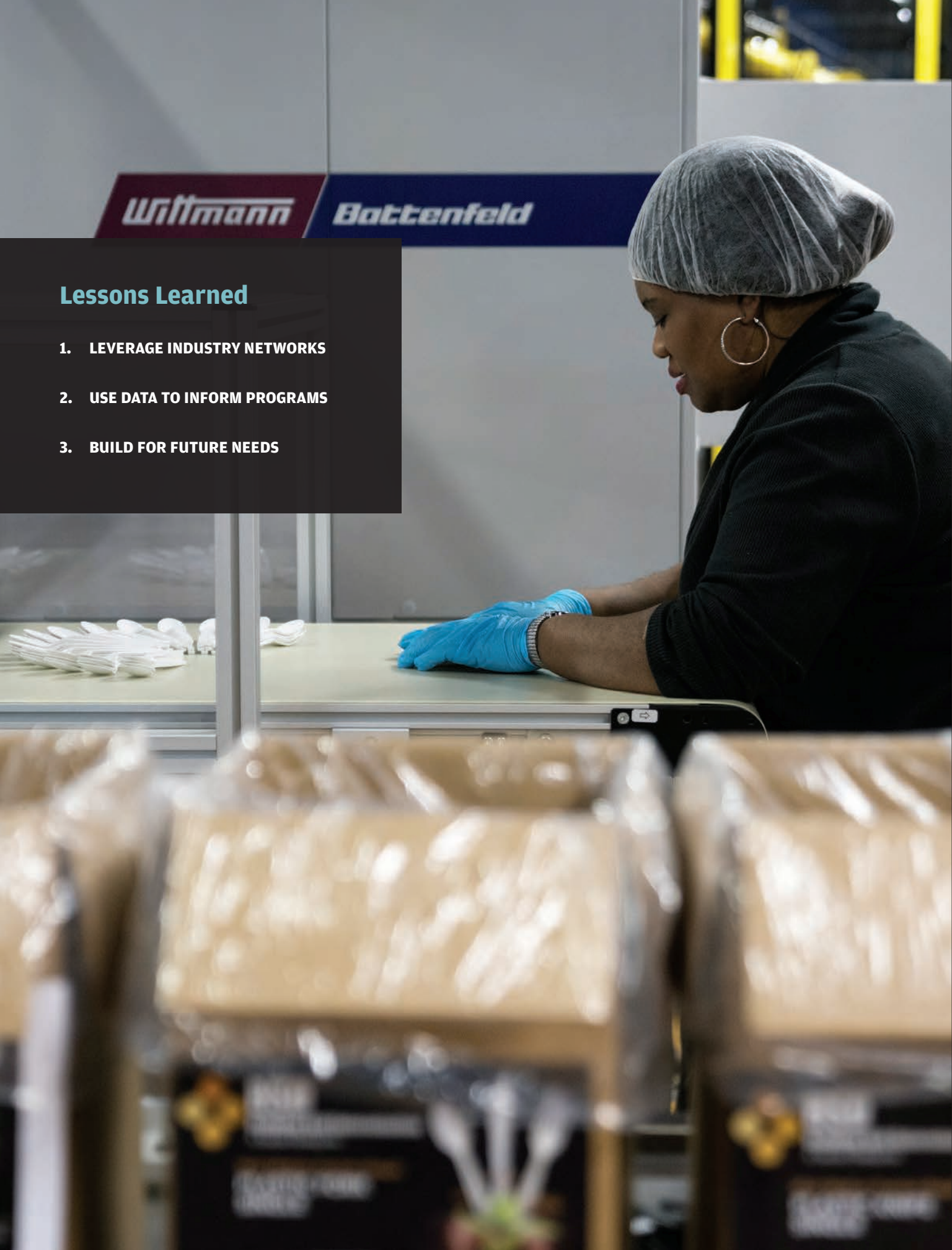
- Harambee has partnered with over 450 employers, from large corporations to small and medium-size enterprises
 - Partners include Deloitte, McDonalds, Hilton, Volkswagen, Starbucks, and more
- The program has used over 1.7 million assessments to create job matches

Wittmann

Battenfeld

Lessons Learned

1. LEVERAGE INDUSTRY NETWORKS
2. USE DATA TO INFORM PROGRAMS
3. BUILD FOR FUTURE NEEDS



Lessons Learned

The successes achieved by **New Skills at Work** grantees have created a rich set of lessons for the workforce development community on how philanthropy can support and help businesses to build and strengthen robust talent pipelines.

1. Leverage Industry Networks

The collaborative efforts supported through **New Skills at Work** point to the important role strategic partnerships play in building innovative models and helping businesses adapt to changing needs. When government officials, advocates, educators, and business leaders work together, it establishes the foundation for system-wide change.

“We have been bringing small businesses to the table, especially those working on-the-ground addressing worker pipeline challenges. We’ve created a platform — the Business Leaders United Project — to help engage in public policy and shape policies that support what’s actually working on-the-ground. JPMorgan Chase gave us the resources to recruit business leaders and brought an industry lens to these important issues.”

JESSIE LESLIE, NATIONAL NETWORK DIRECTOR OF
THE NATIONAL SKILLS COALITION

“To create training programs that work, you have to look at the business goals and how people think. You have to find a way to make it work for businesses’ bottom line.”

CHARLES BODWELL, ENTERPRISE DEVELOPMENT SPECIALIST AT THE INTERNATIONAL LABOUR ORGANIZATION

2. Use Data to Inform Programs

Data and metrics on the impact of programs and approaches are necessary to improve current efforts and inform those in the future. These metrics include both concrete data, like the number of job openings filled, and qualitative metrics, like understanding the evolving role of businesses in workforce development.

One model for this can be found in the **New Skills at Work** skills gap reports, which mapped the skills businesses required from job seekers and the industries in need of talented workers. **New Skills at Work** and its partners were then able to return to these reports and check their progress against the needs identified.

BUNITA CORSEY PARTICIPATED IN A JPMORGAN CHASE-SUPPORTED TRAINING AND DEVELOPMENT PROGRAM AT ADVOCATE HEALTH CARE. SHORTLY AFTER GRADUATING, CORSEY PIVOTED INTO A NEW HR ROLE HELPING ADVOCATE EMPLOYEES ACCESS AND NAVIGATE THEIR BENEFITS.





3. Build for Future Needs

The skills that are required in certain occupations are changing as fast as the technological advancement the occupations produce. As businesses are looking at their workforce and the shifting nature of their industry, it is essential to evaluate the effect that trends like automation and technological innovation will have on skill needs. These rapid changes also provide an incentive to be more forward-thinking about building training programs that prepare a workforce for the future.

“There are always ebbs and flows...as technology continues to flow, our focus will likely change. Jobs will also change, so workforce development will be a permanent staple. As long as we have people, there is an opportunity to create alignment between the jobseekers and the jobs.”

CLAYTON PRYOR, DIRECTOR OF WORKFORCE DEVELOPMENT AT ADVOCATE HEALTH CARE





Conclusion

Businesses have a crucial role to play in building economic security and opportunity. Through **New Skills at Work**, JPMorgan Chase took the initiative to help businesses pinpoint the root causes perpetuating the cycle of unfilled jobs and high unemployment rates through its grantmaking strategy and by acting as a corporate leader on these issues.

JPMorgan Chase focused on applying data-driven analyses to fields with the highest unmet labor needs, informing and accelerating demand-driven skills training, and laying the groundwork for collaboration between the private and public sectors. These efforts created the needed research, put a spotlight on best practices, and brought together a network of collaboration focused on promoting economic stability and opportunity for workers.

Businesses must take the lead in informing the workforce development community about which skills will help workers succeed in the ever-evolving job market. JPMorgan Chase is ready to continue to lead and to work alongside its colleagues in private industry to foster a stronger economy and a more competitive business environment for all.

“It was JPMorgan Chase’s initial investment that created the employer-led, demand-driven collective effort to change how employers can access talent.”

PETER BEARD, SENIOR VICE PRESIDENT FOR REGIONAL WORKFORCE DEVELOPMENT AT THE GREATER HOUSTON PARTNERSHIP

Endnotes

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